

# Business Plan

REVISED 2022



30 MARCH 2022

<b>EXECUTIVE SUMMARY .....</b>	<b>1</b>
FINANCIAL COMMENTS .....	1
VISION .....	2
MISSION STATEMENT .....	2
OBJECTIVES .....	2
<b>DESCRIPTION OF BUSINESS.....</b>	<b>3</b>
LEGAL ENTITY.....	3
LOCATION .....	3
STRATEGY.....	4
CLIMATE CHALLENGE @TOD COLLEGE.....	5
THE BUILDING.....	6
TLCCH POLICY .....	7
PRODUCTS AND SERVICES.....	8
SUPPLIERS .....	8
MANAGEMENT.....	8
FINANCIAL MANAGEMENT.....	13
<b>MARKETING.....</b>	<b>13</b>
<b>APPENDIX.....</b>	<b>15</b>

## EXECUTIVE SUMMARY

TLCCH has been trading now for 12 months. In that time, it has had considerable successes. In line with its objectives, it has outperformed on the letting and hiring of rooms and services and has become well known in the community with more and more people seeking to use it. It has also established the “Climate Challenge @Tod College”, which is an education department where TLCCH provides education courses. This too has been a notable success and is gaining national interest.

This year’s business plan sets out how it intends to build and develop on the first year’s successes and strikes a note of caution that although the first year has been better than forecast, it is still a fledgling organisation that will need to work hard to weather the coming economic downturn. It is very grateful for the continuing support of Calderdale Council (CMBC) and the Co-op Foundation.

## FINANCIAL COMMENTS

Since it opened in April 2021, trading has been favourable to forecasts and the initial caution about slow income in the initial months has proved unfounded. This has meant that it has been able to progress with more refurbishment work and has been able to open more of the College quicker, enhancing its income from hires and lets.

It has also successfully spent the £55,000 Sports England grant for the refurbishment of the hall and gym. This has left it with a need to cash-fund a further £7,000 with the rest of the £30,000 match-funding it was able to provide “in-kind” by having its own Centre Manager project manage it and using volunteer help in some of the early demolition and decoration stages.



The education courses it provides through the Climate Challenge @Tod College are funded from a National Lottery Climate Fund grant that was given to develop new courses and this will continue until August. Based upon the current successful delivery of these courses it has applied to have long-term funding, which if successful, will ensure the development and expansion of this part of the TLCCH's offer for the next five years.

Its bid for £1.4m from the Todmorden Town Deal fund has been successful and now that the £17.5m for the town has been approved it is confident that this grant will be forthcoming towards the end of 2022. This will enable it to undertake much of the more ambitious work on de-carbonising the college and providing a template for retrofitting of insulation and the use of efficient and renewable energy in older buildings, which comprise most of the housing stock in the area.

There are some notes of concern.

Covid seems to be receding as a threat but anything that triggers another lock-down will damage its revenue streams.

Inflation is at 5.5% at time of writing and looks like it will increase still further, this combined with other financial pressures on households will impact people's ability to hire space, which will impact its revenues.

Inflation, and especially energy prices, have significantly increased its costs.

In summary, if the economic outlook was as it was in 2021 then it would have expected to hit its breakeven point by the end of its 2021-2022 financial year in June, a full two years before its original expectation. However, due to the current economic climate and increased costs it will leave the forecast as it was at the end of its third year and possibly even later.

## VISION

TLCCH will be a centre of national importance for climate change compatible education, bringing together businesses, research projects, educational and development initiatives linked to agroecology, sustainable living and Natural Building all under one roof. The creation the Climate Challenge @Tod College department helps to facilitate this.

## MISSION STATEMENT

To provide national leadership on community-based climate action through the facilitation of education, support services, community action, and social enterprise.

## OBJECTIVES

It will work to ensure that all members of its community feel safe, valued, and fulfilled. Climate change affects us all but it hits the disadvantaged hardest it will reflect this in all its activities.

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## EDUCATION – FOR CLIMATE CHALLENGE

It aims to create and provide facilities for a wide range of learning opportunities focussed on practical, circular and green economy skills including: agroecology, food production



and processing, land management, natural flood management, natural building, retrofitting of natural insulation, renewable energy systems installation and maintenance, repair and re-use. These will provide career pathways and the foundations for enterprise opportunities for local people.

The facilities at the centre will also provide opportunities for a wide range of learning and enrichment activities e.g., English, maths, art, cookery, textiles, personal development and well-being.

It actively promotes a deep understanding of the climate crisis within the local community and highlight the interconnectedness of skills and ideas. It will support activities which empower people to act in these areas and to safeguard and improve the environment.

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## COMMUNITY

It will provide spaces and support for community-based services and activities. TLCCH will be a hub for everyone to meet, converse, learn, be creative, artistic, innovative and energetic. Centre users will have the opportunity to access diverse services such as the Children's Centre, Makery, Food Drop-in, and others, all under one roof. It promotes the benefits of creative and critical thinking, engagement in community and educational activities to everyone who comes through its doors.

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## BUSINESS

It nurtures social enterprise by providing affordable rental opportunities of various sizes and gives start-ups a low-risk platform to nurture and grow from, including hot-desking. TLCCH is especially interested in supporting and facilitating businesses that are in the sustainable economy, educational or community cohesion focussed.

## DESCRIPTION OF BUSINESS

Its primary purpose is to provide facilities and space for delivery of education for a climate challenged future and to promote community cohesion through the provision of facilities for socially beneficial activities including courses, events, functions and sports.

This includes its provision of its climate challenge courses.

## LEGAL ENTITY

The Todmorden Learning Centre and Community Hub Limited is a Charitable Community Benefit Society registered with the Financial Conduct Authority (reg. 7585) on the 26<sup>th</sup> June 2017 using the Cooperatives UK Charitable Community Benefit Society model rules. HMRC charity reference number EW89916, Co-op registration M045617

## LOCATION

The TLCCH is ideally situated in the centre of Todmorden near the bus station and railway and with its own car park it provides easy access to all the community it serves and there is no other venue of comparable size locally.



Because of its transport links is well positioned to host regional, national and international events (one of the conferences in its first year is an international event).

## STRATEGY

The TLCCH's strategy has two complimentary components; Climate challenge and Community that contain six themes between them (please see the respective strategy documents for the detail and context):

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### CLIMATE CHALLENGE

**Promote a sustainable use of the land** - *Protect, enhance and rehabilitate the local farming environment*

**Promote the use of sustainable building methods** - *Become an internationally recognised centre of expertise in Natural Building*

**Promote low and zero-carbon options** - *Reduce the building's energy and resources needs and promote the same in the community*

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### COMMUNITY

**Provide a Community Space** – *A welcoming, accessible and inclusive space for the whole community*

**Support Local Businesses** - *Provide working spaces for local business, start-ups and entrepreneurs*

**Support Local Youth** - *A welcoming space for young people to learn and be part of the community*

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### KEYS TO SUCCESS

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#### HIGH LEVEL MILESTONES

Achieving TLCCH's ambitions will commit it to a programme of continuous improvement and development of its building, ensuring the Town's many communities have access to the best local learning facility that TLCCH can deliver.

TLCCH welcomes tenants and hirers from the business sector. Applications for tenancies will be considered in accordance with the lettings policy which prioritises activities that comply with the aims of TLCCH.

It also recognises that achieving its objectives need not be limited to what can be delivered within the building itself. It aspires to play a significant role in developing and sustaining community-led learning, knowledge and information sharing, nurturing innovation and leadership in line with its objectives regarding education, community and business.

For detailed milestones please see the accompanying strategy documents; Community Strategy and Climate challenge Strategy.



## YEARS ONE TO TWO

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- All hireable rooms at acceptable standard
- Co-working spaces set up
- Local young people<sup>1</sup> of diverse backgrounds consulted on needs and hopes for the TLCCH.
- Refurbishment of offices and meeting rooms

## YEARS THREE TO FIVE

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- Funded ongoing improvements
- Youth events established
- Business representation on the board
- 10-20% reduction in energy use

## BEYOND FIVE YEARS

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- Core cycle of events through the year
- Youth representation on board

## CLIMATE CHALLENGE @TOD COLLEGE

Since being awarded a development grant by the National Lottery Climate Action Fund, its Climate Challenge @Tod College project has established a physical base, recruited a staff team, developed an introductory six-month “Green Futures” course, and recruited two cohorts of students.

The aim of this introductory course is to raise awareness of a wide range of practical skills which will be needed in a future “green” and low-carbon economy. The four modules: Climate crisis, Food and land, Sustainable building, and Renewable energy – provide a deeper understanding of the nature of work in these sectors and an opportunity to explore and practice the skills which are required. Towards the end of the course the students begin to specialise in a sphere they have developed interest in by undertaking an independent, innovative project in this field.

The long-term vision for the project is:

- To establish nationally recognised and accredited qualifications which are available at a range of centres around the region and country;
- To see its students moving into green careers either as jobs or establishing their own enterprises;
- To influence and facilitate the creation of new career opportunities and pathways across the economy;
- For its students to have the motivation and opportunity to apply the knowledge and skills they have gained critically across future life and work choices;
- That its students will influence existing businesses and trades to operate more sustainably and model behaviour change, leading to community-led solutions and actions;

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<sup>1</sup> A cohort of circa 30 to ensure wide consultation.



- Encourage local organisations to integrate climate justice into their work with communities.

During 2022/23 it will seek funding (from TNL and other local, regional, and national funding bodies) to secure the long-term future of the Climate Challenge College in order that it can achieve the following objectives:

- Continue development of curriculum and assessment framework, including specialist courses and pathways to follow on from the introductory course;
- Continue development of the mode of delivery – extending and diversifying the course format;
- Develop “career Incubators” to help its students to progress into work placements, apprenticeships, jobs, and develop their own businesses and social enterprises;
- Deliver further dissemination and engagement between the project and the wider community.

## THE BUILDING

Subject to funding, the following is a list of its plans for the building in the next 12 to 24 months:

- It is partnering CMBC in a bid for central government funding to install a “Changing Place” at Tod College.

*Standard accessible toilets meet the needs of some disabled people – but not all. Over 250,000 people in the UK need personal assistance to use the toilet or change continence pads, including people with profound and multiple learning disabilities, spinal injuries and people living with stroke. Without appropriate facilities, carers are forced to change continence pads on public toilet floors or wait until they go home. This is unhygienic, undignified and unacceptable. Changing Places toilets offer a solution. They are larger facilities that have the right equipment, including a changing bench and a hoist, designed to support disabled people who need assistance.*

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## EQUIPMENT

- Equipment for community groups e.g., projectors, screen, chairs & tables purchased and available
- Artists’ studio equipped
- Practical skills workshop equipped
- Cookery room - community kitchen fully refurbished
- Install new stage lights and sound system

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## ENERGY

- Ventilation and heating upgrade design
- Double or secondary glazing fitted
- Revised heating, install air source & biomass
- Roof solar PV installed
- Insulation, internal or external completed
- Electric vehicle charging points installed



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## FABRIC

- Storage areas e.g., for sewing machines, computers, foodbank etc installed
- Flood prevention, steel emergency exit flood doors fitted
- Additional emergency exit through gym installed
- Alarm and security systems upgraded
- Upgrade of fire rating completed
- Extra cameras for CCTV installed
- Hot desk facilities installed, business incubator spaces upgraded, small conference spaces refurbished
- Refurbish carpark markings, clean and tidy up of carpark completed.
- Improved vehicle access doors to workshop 3 completed
- New entrance for Children's Centre installed
- Disabled access to mezzanine and basement installed
- Lobby and staircase refurbished
- New toilet block and entrance to Hall completed
- Roof garden built
- Living green wall to main road

## TLCCH POLICY

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### MAINTENANCE AND REPAIR

The Facilities Management team will implement a schedule of maintenance and repair that complies with or exceeds all legal and statutory requirements relating to health and safety, security, long term health of the building.

The facilities management team in consultation with the Centre Manager will report to the Board on maintenance and repair issues, deal with emergencies, and have face to face contact with users to understand their needs from the building.

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### COMMUNITY INVOLVEMENT

TLCCH is a community benefit society. It is committed to ensuring open and equitable access to its services and activities for everyone within its communities. To achieve this, TLCCH will ensure that community involvement is considered within all its activities underpinned by an inclusive policy and strategy framework. For example, all communications and marketing undertaken by the TLCCH will strive to be accessible and broadcast to the widest possible audience within the communities it serves. TLCCH will support this by heavily discounting rates to community groups over commercial lets and hires.

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### COMMUNICATION WITH THE TLCCH COMMUNITY

- TLCCH members through AGMs volunteer subgroups, etc.
- Building users, through building users" group, questionnaires, word of mouth
- Wider community, though social media, website, public events and see Marketing section below.





## PRODUCTS AND SERVICES

The TLCCH is a facility for use by community groups, businesses, educators, individuals, organisations with similar objectives, etc. The TLCCH's services will include:

- let and hire general rooms, specialist rooms (hall, gym, kitchen, workshops, etc.), and other assets for the delivery of educational courses and leisure activities
- running courses on subjects related to its aims and objectives
- promoting sustainable climate recovery solutions and education training courses through the Climate Challenge @Tod College
- promote the users of the TLCCH through its website, newsletters, prospectus and general fliers
- hold open days and other promotional events in line with its objectives
- undertake research and analysis of community needs including future needs relating to climate change
- be a repository for information gathered on issues relating to its objectives

## SUPPLIERS

TLCCH will aim to choose suppliers that are locally based and are aligned to its objectives. Wherever possible TLCCH will choose suppliers that are healthy, natural and sustainable i.e. are not made of plastic, do not contain toxins or unnecessary chemicals, etc. For full details please refer to TLCCH's Ethical Procurement Policy.

## MANAGEMENT

### BOARD OF DIRECTORS

**Barbara Jones.** She has run her own business in Todmorden since 1989, initially a women's roofing and building company (Amazon Nails) then Straw Works and now the School of Natural Building (SNaB). Trained as a carpenter and joiner 40 years ago she has designed & helped build 200-300 affordable & healthy buildings and now works as a consultant and trainer. Her book "Building with Straw Bales" has been updated several times and remains a popular practical manual. Through her work with an Interreg funded project to increase the number of public buildings made of straw (Up Straw), she has helped write a Technical Guide for building with straw and produced an EPD for UK straw. She is also working with EcoCocon straw panels as a way of bringing affordable healthy housing to a wider audience. Founder member of the Alliance of Sustainable Building Products (ASBP), member of the Building Limes Forum (BLF) and the Association of Environment Conscious Builders (AECB). Woman of Outstanding Achievement Award (UKRC), Lifetime Achievement Award (Women in Construction). Worked with the Sisterhood & After project with the British Library on work in the Women's Liberation Movement.

She is an entrepreneur, carpenter & joiner, designer, teacher, public speaker, member of the local lesbian community and has starred in Dragon's Den, Country File, and her work has been shown on Grand Designs.

**Cath McGregor.** Was raised in Salford and Manchester and moved to Todmorden in 2004 with her wife Bev. It was quite a culture shock and took them some time to accustom



themselves to the friendly, embracing attitude of the community and the sometimes hostile and intimidating impact of the weather on their home. They were very lucky to have made great friends that helped them when they flooded and retaining walls collapsed; for which they'll be eternally grateful!

They have approximately an acre on the steep slopes above Tod, where she spends her spare time growing food organically. What they don't eat themselves they donate locally.

Cath attended secondary school and college in Bury and between 1994 - 98 and went to Edge Hill University in Ormskirk where she graduated with a BA (Hons) in Education and English studies.

She has spent most of her working life in sales, which she greatly enjoyed, and went into business in 2006 as a life coach, working predominantly with clients in the United States.

For several years she ran the Facebook page for the Todmorden Women's disco, for which she is a committee member. It has almost 2,000 followers and attracts visitors from all over the UK to the monthly event.

**Catherine Bann.** Secretary. She was appointed Secretary to the Board in December 2018. She grew up in neighbouring Rossendale, was educated at Cambridge University, and started her career in qualitative market research. She has spent many years community organising, being Chair of a local Tenants Association in Manchester during some major projects. She worked for Yorkshire Campaign for Nuclear Disarmament and is now a COVID 19 Community Response Coordinator for Calderdale, as well as being the Clerk to Blackshaw Parish Council.

**Dave Wardell.** Chair and Data Protection Officer. He left school after his A levels and worked his way up to CXO level in the Banking and Finance Industry. His career started in programming back in 1978 then through system design, strategic design and into strategic business design and planning. En route he worked for Pearl Assurance, TSB, Halifax Bank of Scotland, Lloyds and Yorkshire Building Society, holding the roles of Chief Technology Officer for the Business Banking Division of Lloyds where he was responsible for the division's IT including the implementation of a completely new IT system for their operation in Miami, Florida, and Chief Enterprise Architect at YBS where he was responsible for business design and governance (i.e. how customers, staff, processes, locations, offices and branches all operate together and the controls required in a regulated environment) and was chair of the CXO business-design strategy committee. He has presented several times to international conferences held in London sharing leading practices with his peers across the Finance and Technology industries. Town Councillor until May 2019 and committee member of "Out with Prostate Cancer", a support group for gay, bisexual men, trans women and their partners who have been affected by prostate cancer.

**Professor Dawn Dowding.** Started her career as a Registered Nurse and trained at St. Bartholomew's Hospital in London, as well as completing a degree in Psychology at City University. After working as a nurse both at St Bartholomew's Hospital and St. George's Hospital in Tooting (where I worked in the ICU) she left the NHS to be a researcher at Surrey University. She has worked in academia since 1992, completing her PhD in 1998. She has had a varied career, working to educate both nurses and doctors, and carrying



out research into clinical decision making and the use of technology in health care practice. She was a Harkness Fellow in Health Care Policy and Practice 2009-2010 - conducting research at Kaiser Permanente in Northern California. Prior to moving to Todmorden she lived in New York and worked at Columbia University.

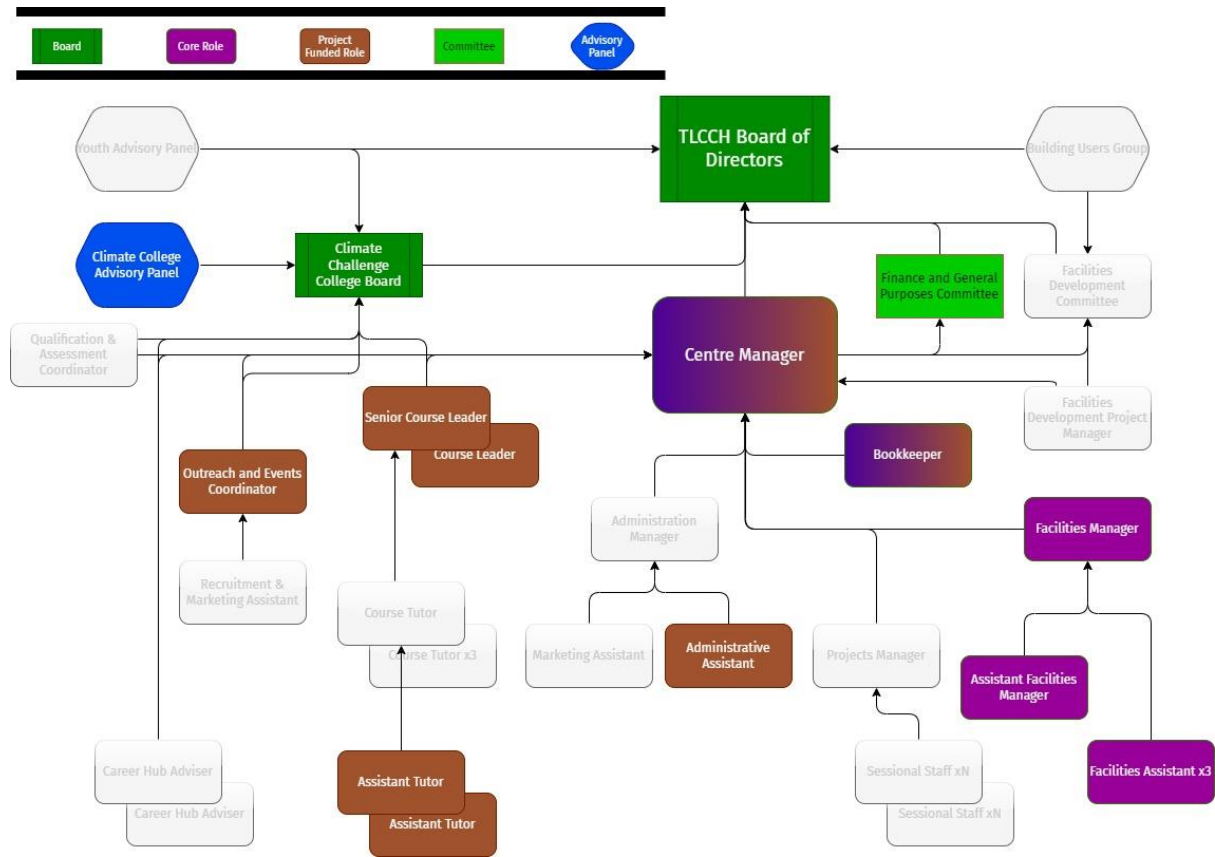
Her family moved to Todmorden in 2018 (she now work at Manchester University where she is Professor in Clinical Decision Making) – she is involved in the local Centre Vale Park run and is treasurer for Incredible Edible Todmorden. She has an interest in education and community-based initiatives to support health and well-being.

**Dr Nick Green.** He has PhD in biochemistry from Imperial College, London awarded in 1982. He has run a small solvent business since 1984 which has morphed through several forms and continues to generate enough income for him to volunteer full time at Incredible Farm. He is a polymath, with a career spanning science (post-doctoral researcher at Dyson Perrins Organic chemistry dept Oxford), sculpture (Fielden Wharf fish commission), building renovation (12 thousand sq. ft derelict mill turned into an arts centre), support work, mail order classic car parts, invented, developed and marketed a line of unique products for the classic car market (several still available under the “Grumpy’s” Brand) small scale manufacture of metal components, science teacher. He was treasurer and fundraiser for IET for the first 4 years, organising planting of 800 fruit trees round Todmorden and 90 new growing beds and author of the bulk of the early website material that continues to top the ratings. Chair of Harley Bank Community association during a multi £million housing regeneration project.

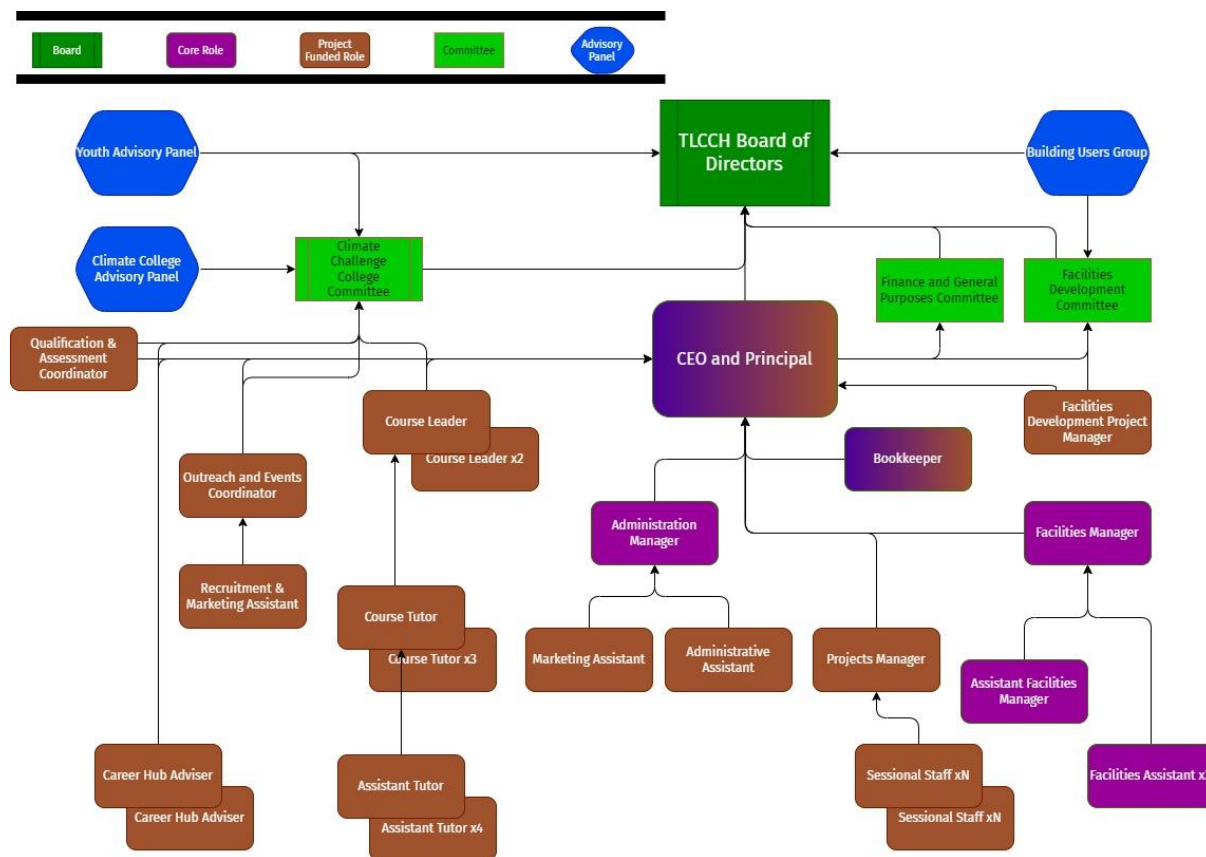


# STAFFING

## CURRENT



## MEDIUM TERM PLAN



## MEMBERSHIP

Membership of TLCCH is open to all who agree with its objectives, subject to approval by the Board. The cost of membership is £1 for one share and all members are encouraged to pay £10 if they are able. Terms of membership can be found in the constitution (<https://tlchub.org.uk/governance/>).

## POLICIES

The board of Directors of TLCCH has adopted a range of relevant policies (<https://tlchub.org.uk/policy/>) relating to Health and Safety, Equality and Diversity, Personnel management, Volunteering, and Safeguarding. TLCCH also has a lettings policy that contains details of policies that tenants must adhere to, behaviours expected, safeguarding, cancellation policy, responsibilities of tenant and TLCCH etc.

## PARTNERSHIPS AND SUPPORT

TLCCH is a member of Locality - a National Support Agency; Coops UK - providing support for cooperatives and BenComs nationally, and has good working relationships with the Mayor of Todmorden and local Councillors, Todmorden Town Council, CMBC and other major local community groups including Incredible Edible Todmorden, Incredible Farm, Healthy Minds, Prince's Trust, Todmorden Food Drop In, Todmorden Job Centre, TodConnect, Todmorden High School, Community Foundation for Calderdale, Green New Deal, All1Collective, School of Natural Building, Todmorden Makery, and New Ground.



TLCCH will seek to establish a partnership group with other community venues in Todmorden and the Upper Calder Valley to develop and maintain cooperation between venues and prevent damaging competition between venues.

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## QUALITY ASSURANCE

TLCCH is pursuing accreditation with Quality for Health and Welfare.

## FINANCIAL MANAGEMENT

TLCCH's main revenue generation is from the letting and hiring of rooms and other assets in line with its objectives. Its financial forecast is based upon the first year's trading experience, taking into consideration the severe downturn in the economic climate.

Its rates for letting and hiring remain competitive in the local market and this is borne out by the number of lets and hires that it has secured.

10% of the building is under long-term leasehold with CMBC who pay quarterly in advance. Calderdale Council have committed to providing £117,000 over the first three years as a support grant, subject to the same conditions as set out in the Joint Working Agreement for the asset transfer. It has received the first tranche of this, which has been material to its success and it remains reliant on the subsequent tranches to assure its continued journey to profitability.

However, whilst TLCCH aims not to be reliant on grant funding or loans to break-even, initial funding is required to allow TLCCH to:

- provide a buffer against cashflow problems
- renovate and reequip the building sooner to facilitate more hires including some capital projects that will benefit the centre
- ensure adequate staffing resource to facilitate more lets and hires
- protect against financial shocks, such as the unexpected loss of a lessee, unforeseen structural problem not discovered in the survey, or further lengthy periods of social distancing or lockdown due to recurrence of Covid-19.
- undertake additional capital works and make major improvements to the fabric of the building.
- undertake projects that enable the community to make use of the building – e.g., to fund activities to get groups off the ground, such as cookery classes, until they can fund themselves.

## MARKETING

During the first year of operation, it successfully established the use of social media channels and its own website to promote activities which are happening at the College. There is however significant scope to improve the frequency, and reach, of its digital marketing and this is something it will continue to do over the coming year.

Its digital presence is also an important channel for marketing room hire and space leasing in the college. Local networking and word of mouth have proved particularly important in raising awareness of the facilities and spaces at the college and driving



room bookings. Time invested in relationship building with potential hirers has seen worthwhile returns and this, again, is an ongoing task.

Its challenges over the coming year will be:

- To target marketing to maximise use of the gym and hall but local existing or newly formed sports clubs, and by individual hirers
- To attract larger-scale conferences, particularly working with organisations in the community and environmental sectors.
- To further increase the take up of hourly room hire – attracting providers of practical skill training, art and crafts, IT skills, music, and exercise classes, as well as broadening the range of children and young people’s activities on offer at the College.
- To develop a digital strategy which involves and meets the needs and interests of its members, and which recognises the potential for exclusion of certain sectors of the community by being over-reliant on digital channels.





## CMBC JWA Update

4 November 2021

### GOVERNANCE



#### Outputs include

1. Trusted Charity quality mark achieved. (end of Year 2)  
**Now engaged with "Quality 4 Health + Wellbeing".**
2. Establishment of a Youth Council/Advisory Board (end of Year 3)  
**Youth Advisory Group working with CCC.**
3. Fund raising and financial strategy take the Centre towards break even. (end of Year 3)  
**Ongoing and optimistic about Town Deal Board funding for refurbishment works.**
4. All policies and procedures as required under the Act exist, are followed, and regularly reviewed. (Ongoing)  
**Published on our website, working with Q4H+W to evidence we are following them too.**
5. Regular user meetings are held. (Ongoing)  
**First Building Users meeting held and forum set up.**

#### Evidenced by

- a) The Constitution and other governing documents  
**Are in place and available. Constitutional changes have been accepted by the FSA.**
- b) Relevant policies and procedures  
**Are in place and policies are actively reviewed by the Board each month as they come due.**
- c) Annual Accounts  
**Are submitted to the FCA each year as they become due.**
- d) Updated financial projections and business plans submitted annually  
**In plan. First six -monthly forecast review was held 28 October.**

04/11/2021

2





## BUILDING



### Outputs include

1. Restoration of the hall in the Centre to its original size and capacity (end of Year 1)

**Work underway and on target.**

2. Improvements to the gym in the Centre to make it compliant for use by local sports and community groups (end of Year 1)

**Work underway and on target.**

3. Fire safety systems upgraded to L2 standard (end of Year 3)

**Funding being sought (Town Deal Board).**

4. Disabled access installed to mezzanine floors in the Centre ( end of Year 5)

**Funding being sought (Town Deal Board).**

### Evidenced by

- a) That the building remains, as a minimum, in the same state as at the transfer by reference to the Schedule of Condition [attached to the Lease]

**Yes, and improvements and refurbishments currently under way.**

- b) That inspection certificates of compliance are available for inspection

**All are available and up to date with reviews diarised.**

**Recent review by Zurich of fire prevention and safety provision- we have fully complied with their recommendations.**

04/11/2021

3

## COMMUNITY



### Outputs include

1. Community days and newsletters (Ongoing)

**Open day held in July and another planned in December.**

2. Space occupied by charitable tenants (Ongoing)

**Currently four charitable and six social enterprise /public sector tenants.**

3. Better health and wellbeing through gym and sports centre activities (Ongoing)

**Already have Karate, Judo, Harriers, Pilates, Roller Skating. Table Tennis and Walking Netball to come. Relationship established with Active Calderdale.**

4. Dialogue established with Northern 8 Universities (end of Year3)

**CCC is in dialogue with representatives of the N8 on the advisory panel.**

### Evidenced by

- a) Programme of activities and events

**Climate Challenge Courses, Karate, Roller-skaters, Sewing classes (x3), Food Drop In, Prince's Trust, Pilates, Repair Café, Tool Library, Judo, Life Drawing Classes, Disability art class and benefit advice**

- b) Evidence of use of space/tenancies [at the Centre]

**Climate Challenge College, Food Drop In, Prince's Trust, Makery, Libra Support, Locala, Todmorden Town Council, Channel X, Well Beings, Children's Centre, CYPs contact centre.**

04/11/2021

4



## ENVIRONMENTAL AND SUSTAINABILITY



### Outputs include

1. Building with a poor reputation gets reopened and redeveloped. (Ongoing)  
**Building is open and very high levels of interest and use (we're full).**
2. Support for community growing. (end of Year 3)  
**Involvement of Incredible Farm and Incredible Edible Todmorden, Climate Challenge College course.**
3. Re-use, upcycling and recycling of goods and materials promoted through education. (Ongoing)  
**Regular workshops and Repair Café in Makery, Climate Challenge College course. Real Junk Food Project weekly box scheme.**
4. Redesign of building is eco-friendly. (Ongoing)  
**Funding bids submitted for solar-thermal and PV; insulation; survey and installation of zero-carbon heating/lighting systems; double glazing; improved ventilation; flood defences. (Todmorden Town Deal - £1.4m)**

### Evidenced by

- a) Refurbishment of Hall and Gym  
**Currently underway and on target for mid-December.**
- b) Programme of relevant courses  
**First CCC course under way; Regular workshops and Repair Café in Makery; School of Natural Building courses underway.**
- c) Solar panels and further eco insulation, or similar, implemented  
**Funding bids submitted for solar-thermal and PV; insulation; survey and installation of zero-carbon heating/lighting systems; double glazing; improved ventilation; flood defences. (Todmorden Town Deal - £1.4m).**

04/11/2021

5

## ECONOMIC AND BUSINESS



### Outputs include

1. Improving skills of local people and supporting them into education, training, employment via volunteering, courses etc. (end of Year 1)  
**CCC Green Futures cohort one in delivery; Prince's Trust Team Programme running three times a year; Story Magic Theatre; sports clubs**
2. Supporting residents with affordable/local services. (Ongoing)  
**Food Drop In; Real Junk Food Project; Makery (repair café, Tool Library, etc.); Libra Support (social care); Children's Centre; CAMHS; New Ground.**
3. Conferencing centre, office space available for public sector/others. (end of Year 3)  
**Todmorden Town Council; Locala; Channel X,**
4. Support/space for local (social) enterprises. (end of Year 3)  
**Libra Support; Well Beings;**
5. Local traders and suppliers used in redevelopment. (Ongoing)  
**Todmorden builders have been used exclusively for works done to date and for the ongoing hall and gym work.**

### Evidenced by

- a) Programme of activities and courses  
**CCC Green Futures cohort one in delivery; Prince's Trust Team Programme running three times a year; Karate, Judo, Tod Harriers, Rollerskating clubs; Antiquarian Society; U3A Creative writing, Novel Appreciation; Calderdale Adult Learning – English, Maths, ESOL; Sewing, dressmaking, creative textiles, home furnishing; Life Drawing, Disability Art Class, painting, printmaking; Women's DIY, Bike maintenance, Guitar making; Health holidays – Together We Grow and Halifax Panthers;**
- b) Sustained numbers and types of tenancies  
**12 tenancies  
28 regular room hires  
10 occasional room hires  
Healthy pipeline for more hires.**

04/11/2021

6

